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MANAGERIAL GRID - PHASES I AND II

1. Did participation in the Managerial Grid exercises aid you in your managerial problem solving efforts?

Yes - Concept of Managerial Grid affords benefit of acquiring the full facts in making decisions.

2. Do you believe the Managerial Grid exercises aided other participants in their problem solving efforts?

Yes - Efforts toward problem solving were made easier through a recognition of "openness" emphasized in the training exercise and brought to bear subsequently in solving problems.

3. Have you noted a change in your attitude toward problem solving efforts?

Yes - Candid expression of ideas and acceptance of other persons' ideas have been recognized in a changed attitude toward problem solving.

4. Have you noted a change in the attitude of others toward problem solving efforts?

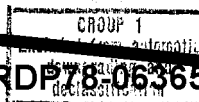
Yes - The attitude of others has changed as a result of their participation in the Grid exercises, and is recognizable through use of a common language which improves communications concerning mutual problems, etc.

5. After participating in Managerial Grid exercises, do you understand problem solving techniques better?

Yes - We might have known these techniques of problem solving but the accent given to these by the Grid exercise brought them into sharper focus for use by all levels of management.

6. Do you believe others that participated in the Managerial Grid exercises understand problem solving techniques better?

Yes - It is noted in day-to-day operations that there has been vast improvement in the inception, coordination, and reception of ideas, particularly in relationships with staff components in the Office of Finance.



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SECRET

2

7. Have you noted any specific instances of improvement in management techniques that appear to be the results of the Managerial Grid exercises?

Yes - Specific instances of improvement of management techniques that appear to be the result of the Managerial Grid exercises are the Director of Finance's periodic meetings with the B/F Officers, the Director's own grid sessions, and those conducted by the divisions and staffs. This provides a flow of communications (and opportunities for communicating) that did not exist with the same freedom before.

8. Have you noted any measurable improvement in the quality or quantity of work production since the Managerial Grid exercises?

No - However, the techniques of management by the use of grid techniques have brought forth better understanding on the part of individual employees in team participation, and have broken down group barriers that were brought forward from old organizations. Not enough time has elapsed to positively note any measurable improvement in the quality or quantity of production; although we have no doubt but that after a reasonable time and the continued use of "Grid" Management techniques that we will be able to report "pluses" attributable to "Grid" application.

9. Does your own management team function differently since the Managerial Grid exercises?

Yes - The answer is given in the context of a comparison to group meetings held prior to the Grid training exercises, particularly at the branch levels. Since the training exercises, greater feeling of participation has been in evidence on the part of individuals regardless of level participating in the Grid sessions. Their ideas are encouraged and discussions are open and free and communications definitely improved. Since the participation in the Managerial Grid Program we feel it is only fair to point out a negative difference noted in our team functions. The grid team efforts consume more time than under previously employed problem solving techniques. The extra time now given to these grid exercises could be devoted to unilateral action on the part of one member in solving a problem through the preparation or issuance of a staff study.

10. How do you classify the Managerial Grid course?

Phase I - Good                      Phase II - Good

Timing of the individual exercises in both phases was poorly planned. Although it may have been structured into the course there was a feeling on the part of

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SECRET

3

the students that the instructors were leaving too much to the group and could have taken more active participation in the group discussions.

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